DOCUMENT RESUME

ED 165 644 HE 010 912

AUTHOR Dominguez, John R.
TITLE Tenure Planning: An Allegorical Illustration.
INSTITUTION American Council on Education, Washington, D.C. Academic Administration Internship Program.
PUB DATE 77
NOTE 53p.; ACE Fellows Program Paper ; Best copy available

EDRS PRICE MF-$0.83 HC-$3.50 Plus Postage.
DESCRIPTORS *Academic Rank (Professional); Age; *College Faculty; *College Planning; Comparative Analysis; Cross Sectional Studies; Departments; Educational Quality; Higher Education; Institutional Characteristics; *Personnel Policy; Prediction; Retirement; Statistical Data; *Tenure; Trend Analysis; Universities; *University Administration
IDENTIFIERS Massachusetts

ABSTRACT

A methodological approach to tenure planning is illustrated in this study that examines the tenure characteristics of a research-oriented institution vis-a-vis other research universities and its own intramural schools and departments. Cross-sectional comparisons and time series projections are made to indicate the relative tenure position of an individual unit. With the exception of the retirement forecasts, most projections are extended to cover either a five- or ten-year period. The study begins by analyzing in the aggregate the tenure policies and the characteristic trends of other institutions and then proceeds to relate this to the institution under investigation, its major schools, and its various departments. The conclusions drawn have both global and local ramifications and can serve as an analytical reference point for most institutions of higher learning. The following are some of the conclusions: (1) most institutions grant tenure and the probability of overall tenure abolition is highly unlikely; (2) Massachusetts is among the group of 25 states with the highest tenure ratios within the United States; (3) the establishing of institutional tenure guidelines is a necessary first step towards planning and rationalizing the tenure process; and (4) it is a questionable issue as to whether tenure automatically ensures a higher grade of scholarship. (Author/JMD)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED155644

AMERICAN COUNCIL ON EDUCATION

ACADEMIC ADMINISTRATION INTERNSHIP PROGRAM

TENURE PLANNING: AN ALLEGORICAL ILLUSTRATION

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

BEST COPY AVAILABLE

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

John L. Dominguez

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND THE ERIC SYSTEM CONTRACTORS."

JOHN R. DOMINGUEZ

UNIVERSITY OF CALIFORNIA, LOS ANGELES
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

HE 010 912

A. C. E. FELLOWS PROGRAM PAPER

1976-1977

Tenure Planning : An Allegorical Illustration

Introduction

The purpose of this study is to examine the tenure characteristic of the Massachusetts Academy of Rational Scholasticism's School of Philosophy and its seven respective departments -----Ethics, Dialectics, Epistemology, Aesthetics, Cosmology, Utilitarianism, and Metaphysics. Cross-sectional comparisons and times series projections are made so as to indicate the relative tenure position of an individual unit. With the exception of the retirement forecast, most projections are extended to cover either a five or ten year period. The principal sources of information for the intramural statistics are Homer's Archives from the Academy, Departmental Profiles for the Academic Years 1965/67 to 1975/76 (June 21, 1976), Distribution of Faculty by Departments 1972 - 1976 (October 1, 1976) and the School of Philosophy Tenure Log Sheets (June 30, 1976). Other sources utilized throughout the study are cited when utilized as supporting data. The study begins by analyzing in the aggregate the tenure policies and characteristics of other institutions and then proceeds to relate this to the Massachusetts Academy of Rational Scholasticism, the School of Philosophy, and its various departments. The general conclusions that can be drawn from this study are:

- Most institutions grant tenure and the probability of overall tenure abolition is highly unlikely even though there is currently much litigation that has surfaced on the issue of tenure.
- With the exception of public universities, most tenure system reviews by institutions of higher education occurred in 1972.
- The State of Massachusetts is among the group of 25 states with the highest tenure ratios within the United States.
- For the academic year 1974 - 1975 the tenure ratio of the School of Philosophy was higher than the national state average, the High Tenure State Average, the State of Massachusetts, and the Massachusetts Academy of Rational Scholasticism (MARS).
- MARS has a larger proportion of tenured full professors as compared to Harvard University, the State of Massachusetts and the national average.

. The tenure trend for MARS and its intramural organizational units is upward and will continue along this growth path unless counter discretionary measures are taken.
. The establishing of institutional tenure guidelines is a necessary first step towards planning and rationalizing the tenure process
. It is a questionable issue as to whether tenure---a guarantee of indefinite employment---automatically ensures a higher grade of scholarship.

The other findings are discussed further within this report.

A Two Year Survey of the Tenure Policy of Institutions of Higher Education 1972-74[1]

Question 1. Does your institution grant tenure to a full-time faculty member?

The granting of tenure is a standard practice among the larger institutions such as public and private universities and four year colleges. Although currently there is much talk about the abolition of tenure ever since the legal decisions on the Bloomfield case, Case Western Reserve University, University of Dubuque, and U. S. District Court Judge James ruling in Wisconsin that faculty members have only limited constitutional rights when college financial troubles are the reason for their dismissal, it is doubtful if we will witness the general abolition of tenure, particularly among the prominent universities and four year colleges. First of all, these contested cases on tenure are only fractional deviations from the norm, and secondly, the institutional trend is toward collective bargaining, a contractual system which has always leaned toward occupational tenure. The negative changes observed in Table 1 from 1972-74 represent the smaller institutions which were probably considering the adoption of tenure at the time that educational institutions were beginning to swing into a fiscal contractionary period.

[1]The above series of survey questions relate to a study conducted by Elaine H. El-Khawas and W. Todd Furniss, "Faculty Tenure and Contract Systems. 1972-74," American Council on Education.

Table I

A Two Year Survey of the Tenure Policy
of Institutions of Higher Education 1972-1974

	Universities		Colleges				
	Public	Private	Public 4-Year	Private 4-Year	Public 2-Year	Private 2-Year	All Institutions
Question I: Does your institution grant tenure to a full-time faculty member? Yes:							
1972	100.0%	100.0%	100.0%	94.1%	68.3%	68.2%	84.9%
1974	100.0%	100.0%	100.0%	93.2%	66.9%	65.7%	84.5%
Net change 1972-1974	0.0	0.0	0.0	-0.9	-1.4	-2.5	-0.4
Question II: Does your institution limit the percentage of tenured faculty? Yes:							
1972	5.5%	6.5%	7.5%	9.5%	0.0%	2.4%	5.9%
1974	7.1%	10.1%	5.9%	12.2%	4.6%	15.7%	9.3%
Net change 1972-1974	1.6%	3.6%	2.4%	2.7%	4.6%	13.3%	3.4%
Question III: Is the tenure system currently under review for change on your campus? Yes:							
1972	48.4%	41.9%	36.6%	54.1%	28.6%	40.1%	43.2%
1974	47.0%	28.7%	36.8%	39.5%	17.0%	36.2%	33.6%
Net change 1972-1974	(1.4%)	(13.2%)	0.2%	(14.6%)	(11.6%)	(3.9%)	(9.6%)

Source: Elaine H. El-Khawas and W. Todd Furniss, "Faculty Tenure and Contract Systems: 1972-1974," American Council on Education.

Question II. Does your institution limit the percentage of tenured faculty?

The small percentage answering yes indicates that only a small percentage of the institutions have established tenure ceilings. This is true for all institutions in general. However, the fact that there was an increase in the number of institutions limiting tenure in 1974 indicates more institutions were probably beginning to concern themselves with high tenure ratios. If the School of Philosophy does not have a tenure ceiling, it should probably be thinking along these lines for the following reasons:

1. The School evidently has a high tenure ratio which will not be self-correcting between now and 1986.
2. A tenure ceiling may provide a well defined upper limit for permitting orderly planning of faculty expansion and contraction and tenure entry and exit synchronization.
3. The privilege of tenure is no different than any other limited resource. It has a cost, it is scarce, and it is confronted with unlimited wants. Because the distribution of tenure is rationed, there is little reason why a policy decision of this type should not clearly define upper bounds.
4. Retrenchment, steady-states, fixed budgets, and fiscal accountability all dictate rational planning and control of long term cost outlays.
5. In effect most institutions, schools, or departments have implicit tenure ceilings which have been determined by budget appropriations. However, to solely rely on the size of the budget for determining tenure allocations leaves the tenure decision vulnerable to cyclical fluctuations which may or may not accurately characterize the secular trend. Furthermore, purse string planning frequently reduces itself to fire-fighting decision-making.

Question III. Is the tenure system currently under review for change on your campus?

Approximately half of the institutions of higher learning were reviewing their tenure policy for revision in 1972. In examining various memorandums on the review of tenure at MARS, it is apparent that the Academy was chronologically in step with these institutions.

The decrease in the proportion of institutions which were reviewing their tenure policy for change in 1974 would indicate that most of the decisions in tenure revision took place in that year or in 1973.

It is worth noting that a greater proportion of both public and private universities were involved in tenure review. This can be interpreted as indicating:

1. These institutions were experiencing higher tenure ratios much earlier than the rest or anticipating higher tenure ratios in the near future.
2. Budget cuts were being most heavily felt by these types of institutions.
3. Since there is a greater number of universities and four year colleges that have tenured faculty, it is understandable that a greater percentage would be reviewing tenure as compared to the other types of educational institutions.
4. Universities and four year colleges have greater research and administrative facilities for conducting an overall review of tenure.

Most universities and colleges grant tenure--on the average about 85%. This indicates tenure is a broad base accepted practice. The fact that all public and private four year universities grant tenure, as do public four year colleges, show these institutions have a greater leaning toward the acceptance of tenure probably because of their research orientation. Over 93% of the private four year colleges grant tenure and roughly 2/3 of the public and private two year colleges grant tenure. The lower percentage granting tenure probably is due to greater relative emphasis on teaching as opposed to research. Comparing 1972 to 1974, there appears to be a slight drop in the percentage of institutions granting tenure among private four and two year colleges as well as public two year schools. Tenure adjustments, most likely, are a result of retrenchment by those institutions with modest endowments, less research and development support, and geared mostly towards the teaching function. Considering that what we witness is a modest change over the two year period 1972-74 indicates we should not expect any broad sweeping changes in tenure policy among most institutions of higher learning.

Generally speaking, it appears universities and four year colleges can be expected to maintain a positive posture towards the granting of tenure. If retrenchment dictates tenure abolition, this will probably take place at smaller institutions, whose principal service is teaching and are experiencing financial exigency.

High Tenure States

The State of Massachusetts has a lower tenure ratio as compared to the other high tenure ratio states. Less than half of its total faculty is tenured. Massachusetts and Connecticut have the highest tenure ratios among the New England States. However, the tenure ratio in Massachusetts is below both the Average for High Tenure Ratio States as well as the National Average. In 1974-75, MARS and The School of Philosophy had tenure ratios higher than any of the state averages for the private institutions considered to have the highest tenure ratios throughout the United States.

The School's position is 17 percentage points higher than the national average, 14 points above the average for high tenure states, and 5 points above the Academy as is shown in Table 2.

It would seem that the tenure policy of MARS and the School of Philosophy must somehow differ from other private institutions. Since tenure exit requirements are approximately the same with only minor exceptions in accordance with AAUP standards, the difference may lie in the informal entrance procedures that may be circumventing the Academy's requirement of 7 years and age 35.

Tenured Faculty at Colleges and Universities in Massachusetts

MARS belongs to the group with 100% tenure among its Full Professors. The tenure range for Professors is 100% to 25% throughout the State of Massachusetts.

MARS percentage of tenured Full Professors is above the Massachusetts college's and university's average and above the national average as well as that of Harvard's. MARS percentage of the tenured Associate Professor figure is one of the lowest among colleges and universities in

TABLE 2

U.S. States Hosting the Private Institutions With the Highest Percentage of Faculty Members With Tenure for 1974-1975

	In Per Cent		
	Total	Men	Women
New Jersey	58.0	63.6	38.8
Colorado	57.4	62.1	39.7
Illinois	54.6	58.2	40.7
North Carolina	54.2	57.9	44.3
Ohio	54.1	58.6	36.7
Wisconsin	53.6	60.0	34.1
Pennsylvania	53.5	57.5	36.2
Connecticut	53.1	58.0	32.8
Minnesota	53.1	55.8	45.4
California	52.3	57.0	34.1
Virginia	52.2	55.3	44.4
Missouri	51.7	55.6	39.0
Idaho	51.6	56.5	36.4
Indiana	51.5	55.4	33.0
Nebraska	51.3	53.8	28.9
Oregon	50.1	53.2	30.4
Washington	50.1	52.5	41.8
Tennessee	49.6	54.8	36.1
Louisiana	48.2	54.6	31.4
Iowa	46.7	50.2	32.2
Massachusetts	46.6	51.2	32.1
Average High Tenure States	52.1	56.3	36.6
National Average All States	49.0	60.0	34.1
MARS	61.0		
School of Philosophy	66.0		

Source: National Center for Educational Statistics "Faculty Members with Tenure, 1974-1975

Massachusetts--87% of the colleges and universities in Massachusetts have a much higher proportion of tenured Associate Professors. However, the MARS Associate Professorship tenure ratio is well above Harvard's--39% vs. 0%.

Traditionally, academic tenure is viewed as a safeguard for ensuring academic freedom among the faculty at institutions of higher education. This contractual concern for the general welfare of tenured personnel provides an environment which is conducive to uninhibited scholarships and its free dissemination. If this conventional wisdom is true, then it would seem that those institutions with the highest tenure ratios would be at the forefront in scholarships--if not in quality, at least in quantity. In July 21, 1975, the Chronicle of Higher Education released its annual Fact File on Tenured Faculty Members at United States Colleges and Universities. The figures for 1975 showed that the two academic institutions in Massachusetts which showed the highest percentage of tenured faculty at all levels of rank were Newton Junior College and Regis College. Each institution showed 100% tenure for all ladder positions beginning with Assistant Professors to Full Professors. A naive believer in the consistency of a direct relationship between tenure and scholarship would be hard pressed to explain the above situation. If scholarship is the raison-d-entre for tenure, then rightfully this issue should be probed further. If MARS scholarly achievements are particularly due to its high tenured status, then this would clearly be a strong argument in favor of high tenure ratios. However, to discern this, we would need to be able to determine the quality and quantity research gradient differentials between tenured and nontenured faculty. Examining the tenure figures of schools within Massachusetts for 1975, the evidence seems to indicate that tenure is not an ipso facto case for scholarship. The case that can be made for tenure is that it provides academic freedom and protection from the pressure to produce for the pure sake of production. It provides the individual the opportunity to creatively pursue his thoughts without the ominous harassment of "publish or perish." Occasionally an individual will lose sight as to his duty to his institution and to his profession. This is probably the exception rather than the rule governing the behavior of a tenured faculty member. When this situation occurs, it should be treated as a deviation from the norm rather

Table 3
Percentage of Tenured Faculty at
Massachusetts Colleges and Universities
1974-1975

	Professors		Associate Professors	
	1974	1975	1974	1975
Boston State College	100	100	100	100
College of Our Lady of the Elms	100	100	100	100
Lassell Junior College		100		100
Newton Junior College	100	100	100	100
Regis College		100		100
Springfield College	91	100	95	100
Lowell Technological Institute	100	100	98	98
Lowell State College	100	100	96	96
Fitchburg College	100	100	96	96
Westfield State College	100	100	98	95
College of the Holly Cross	95	100	98	94
Merrimack College	100	100	97	90
Assumption College	100	100	80	88
Mt. Holyoke College	98	100	89	85
Amherst College	100	100	88	85
Massachusetts College of Art	100	100	91	83
Simmons College	100	100	73	83
Wheaton College	100	100	85	79
Quinsigmond City College	100	100	78	79
Wellesley College	96	100	91	79
North Essex City College	100	100	88	78
Stonehill College	100	100	83	75
Bentley College	95	100	63	71
Berkshire College	100	100	79	68
Curry College	100	100	33	50
Emmanuel College	100	100	64	50
Wheelock College	100	100	45	40
Massachusetts Institute of Technology	100	100	40	39
Hebrew College		100		
Smith College	99	99	92	87
Brandeis University	97	98	99	99
Bridgewater State College	100	98	95	90
Salem State College	98	97	100	97
Tufts University	95	96	96	95
Emerson College	100	96	53	60
Williams College	98	95	86	95
University of Mass., Amherst	97	95	82	78
Clark University	98	95	86	78
Harvard University	93	95		
Framingham State College	94	94	83	88
Worcester Poly Institute	95	93	75	94
Boston College	94	93	90	90
Southeastern Massachusetts University		93		70
Babson College	79	92	73	75
Worcester State College	100	91	94	90
North Shore City College	100	91	82	53
Suffolk University	90	87	28	31
Gordon College	79	76	56	78

	Professors		Associate Professors	
	1974	1975	1974	1975
Nichols College	78	75	50	45
Mass Martime Academy	100	75	67	71
Cape Cod City College	65	65	40	50
Springfield Tech. City College	95	57	81	35
Hellenic College	29	25		
Average for Massachusetts	88	94	71	74
National Average	95	95	84	83
Massachusetts Academy for Rational Scholasticism	100	100	40	39

Source: AAUP, Annual Report on the Economic Status of the Profession, July 21, 1976.

than a problem which is symptomatic of a faculty system. It has become fashionable to challenge the merits of tenure on the grounds that it favors the faculty at the expense of the institution. This concern is probably voiced because of the difficulty in being able to appropriately measure expected research benefits against actual out-of-pocket costs for tenured employment. In examining the backgrounds of MARS Global Laureates Parmenides, Timaeus, Crito, Cebes, and Asclepius, it is not surprising to find that they were tenured professors at the time they received the Award. With the possible exception of Professors Crito and Asclepius the others had been tenured faculty for quite some time. The risk that an institution runs in seeing tenure as a cost rather than a benefit is that it may prevent free and creative inquiry that may or may not lead to celebrated scholarship.

Tenure at Other Institutions

As seen in Table 4, MARS and the School of Philosophy are above the national average and Harvard University in the percentage of tenured Full Professors. However, this measure may not be very meaningful inasmuch as the national average includes a large number of independent institutions which do not resemble MARS in size and service orientation. Similarly the Harvard figure of 93% tenured Full Professors probably includes in the 7% residual Professors in the School of Medicine and Public Health. MARS and the School obviously carry a very small percentage of tenured Associate Professors as compared to CalTech, Stanford, and Wisconsin, which maintain proportionally double the number of tenured Associate Professors. This is an early indication that high tenure ratios at MARS and the School Philosophy may be due to the larger body of Full Professors and not necessarily from the number of tenured Associates. Another implication is that even if MARS' tenure ratio and size were equal to CalTech's, Stanford's, and Wisconsin's, it would, comparatively speaking, be costing MARS more to operate with a tenured staff than the other institutions because of the tenure mix having a higher proportion of Full Professors. Some of the ramifications of maintaining a policy of few or zero tenure Associate Professorships in a department is that it can weaken an institution's competitive edge in attracting young faculty. First of all, a practice resulting in tenure entry being realized at the Full Professor level puts a school or

Table 4

Proportion of Tenured Faculty at
MARS and other Selected Universities
1976

Institution	Percentage of Tenured Faculty			
	Professor	Associate Professor	Assistant Professor	Total Faculty
Massachusetts Academy for Rational Scholasticism*	100	38	0	62
School of Philosophy	100	36	0	67
Departments:				
Ethics	100	50	0	65
Dialectics	100	66	0	68
Epistemology	100	75	0	69
Aesthetics	100	0	0	73
Cosmology	100	0	0	73
Utilitarianism	100	22	0	56
Metaphysics	100	21	0	64
California Institute of Technology	100	79	0	—
Harvard University	93	0	0	—
Stanford University	100	73	0	—
University of Wisconsin, Madison	100	98	4	—
U.S. National Average	98	73	6	61

Source: For MARS data the source is the "Distribution of Faculty by Departments" as of October 1972-1976. Statistics for the other institutions and the National Average are from The Chronicle of Higher Education, "Fact File", September 20, 1976, page 17-18.

* Academy professors and professors in administration are reported in their original departments.

department on an unequal basis in terms of promotional incentives with most other institutions. A higher risk-return trade-off may be perceived, and if young faculty members have families and are concerned with job security, then these departments may be viewed as having too high a price. A person need not have the risk aversion of a widow or an orphan to perceive the hazards of joining a department whose tenure ratio is high and whose policy is not to grant tenure at the level of Associate Professor. These comparative structural costs difference among the units within the School of Philosophy can be seen in Table 5.

Tenure at MARS and Its Five Schools

In examining the tenure posture in the School of Philosophy with respect to the other schools within the Institute, what we find is that the tenure ratio in the School distinctly is above all other schools. This is evident from the information presented in Table 6. Its growth rate of 1.4% along with Medicine's 1.7% is the highest among the member schools at MARS.

The high tenure ratio in the School clearly cannot be entirely rationalized on the basis of the size of the School since Medicine is a much larger unit with a lower tenure ratio. Nor can the high tenure ratio of the School subtly be explained away in terms of academic quality differences of the various schools inasmuch as a recent survey has listed the School of Sculpture and Murals as the number one school in the country, and as can be seen in both Table 6 and Figure 1, it has one of the lowest tenure ratios among the sister schools within the Academy In 1974-75 there was only one of MARS schools whose tenure ratio was below the State and National Tenure Ratio Average. This was the School of Sculpture and Murals The Law School's tenure ratio was equal to that of the High Tenure State Average. The significance of this unit comparison is that it helps to explain why MARS in general has a relatively high tenure ratio. Another point of interest is that the trend pathways for the various schools is different from the directional cluster characterizing the departments within the School of Philosophy as can be seen by comparing the tenure trends shown in Figures 1 and 2. Furthermore, whereas the tenure differential spread for the departments is narrowing over time, it

Table 5

Departments in the School of Philosophy of the
Massachusetts Academy for Rational Scholasticism

Departments	Percentage of Tenured Associate Professors
1. Aesthetics	0%
2. Cosmology	0
3. Metaphysics	21
4. Utilitarianism	22
5. Ethics	50
6. Dialectics	66
7. Epistemology	75

Source: "Distribution of Faculty by Departments" op. cit.,

Table 6
Comparative Tenure Ratios Among the Schools
within the Massachusetts Academy for Rational Scholasticism
and Annual Growth Rates for 1972-1982

Unit	Actual					Projected					Annual Growth Rates
	1972-73	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	
School of Philosophy	64	63	67	67	69	70.2	71.6	73.0	74.4	75.8	1.4%
School of Medicine	60	61	63	65	—	68.2	69.9	71.6	73.3	75.0	1.7%
MARS	57	60	61	62	—	65.6	67.2	68.8	70.4	72.0	1.6%
School of Poetry and Drama	60	60	57	59	—	56.9	56.3	55.7	55.1	54.5	(0.6%)
School of Law	64	47	52	52	—	42.9	39.8	36.7	33.6	30.5	(3.1%)
School of Sculpture and Murals	48	43	44	43	—	25.4	38.2	36.8	35.4	34.0	(1.4%)
State of Massachusetts			47								
High Tenure State Average			52								
National State Average			49								

Source: a. MARS Distribution of Faculty by Departments 1972-1976 general source of information for MARS tenure ratios.

b. Tenure ratios for the State of Massachusetts, the High Tenure State Average and the National Average were taken from the National Center for Educational Statistics, "Faculty Members with Tenure, 1974-75.

c. Note "( )" indicates negative values

PERCENTAGE OF TENURED FACULTY FOR MARS AND

THE FIVE SCHOOLS WITHIN THE ACADEMY FOR THE YEARS 1972/73 - 1975/7

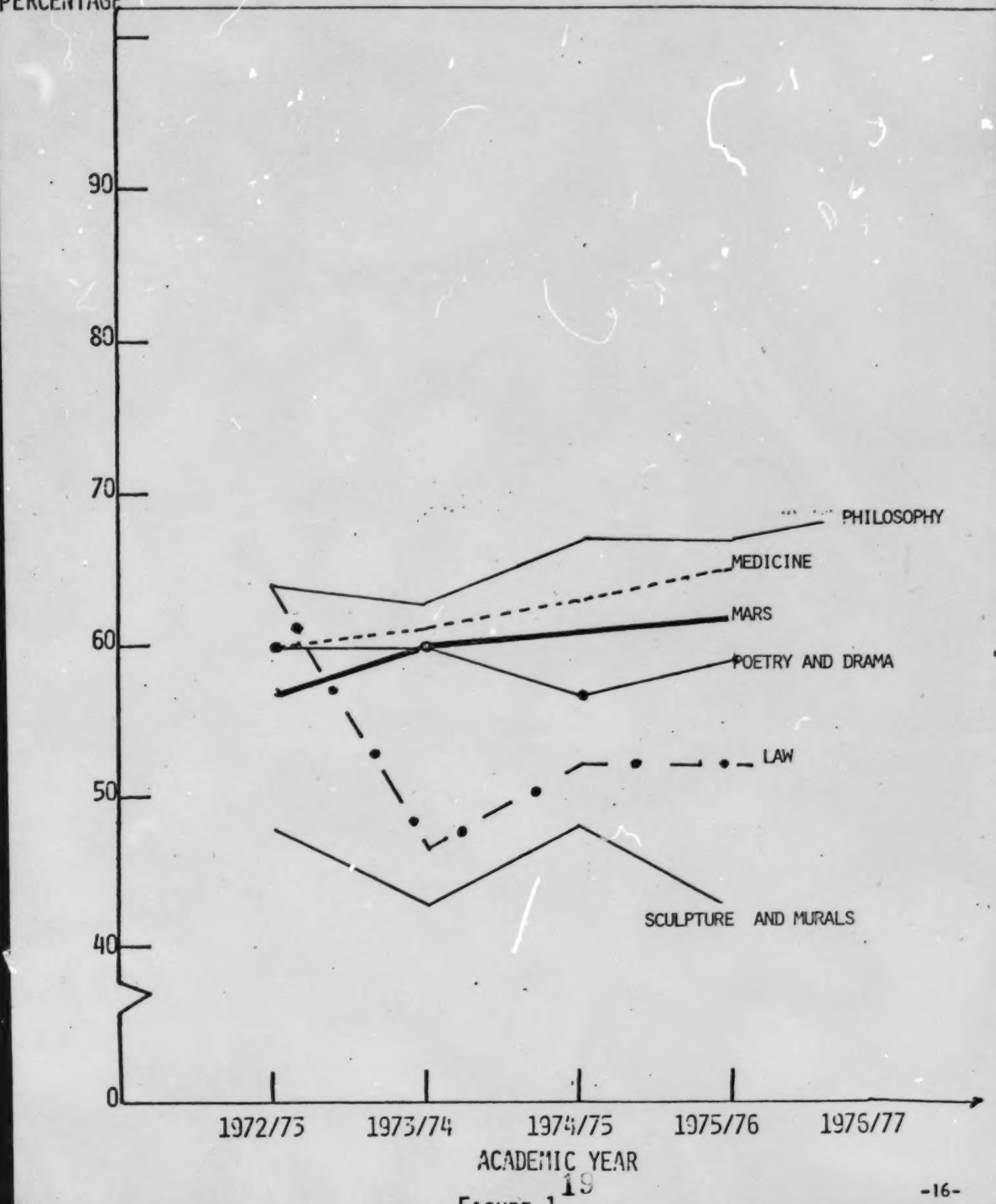


FIGURE 1

PERCENTAGE OF TENURED FACULTY FOR MARS THE SCHOOL OF PHILOSOPHY AND ITS SEVEN DEPARTMENTS FOR THE YEARS 1972/73 - 1976/77

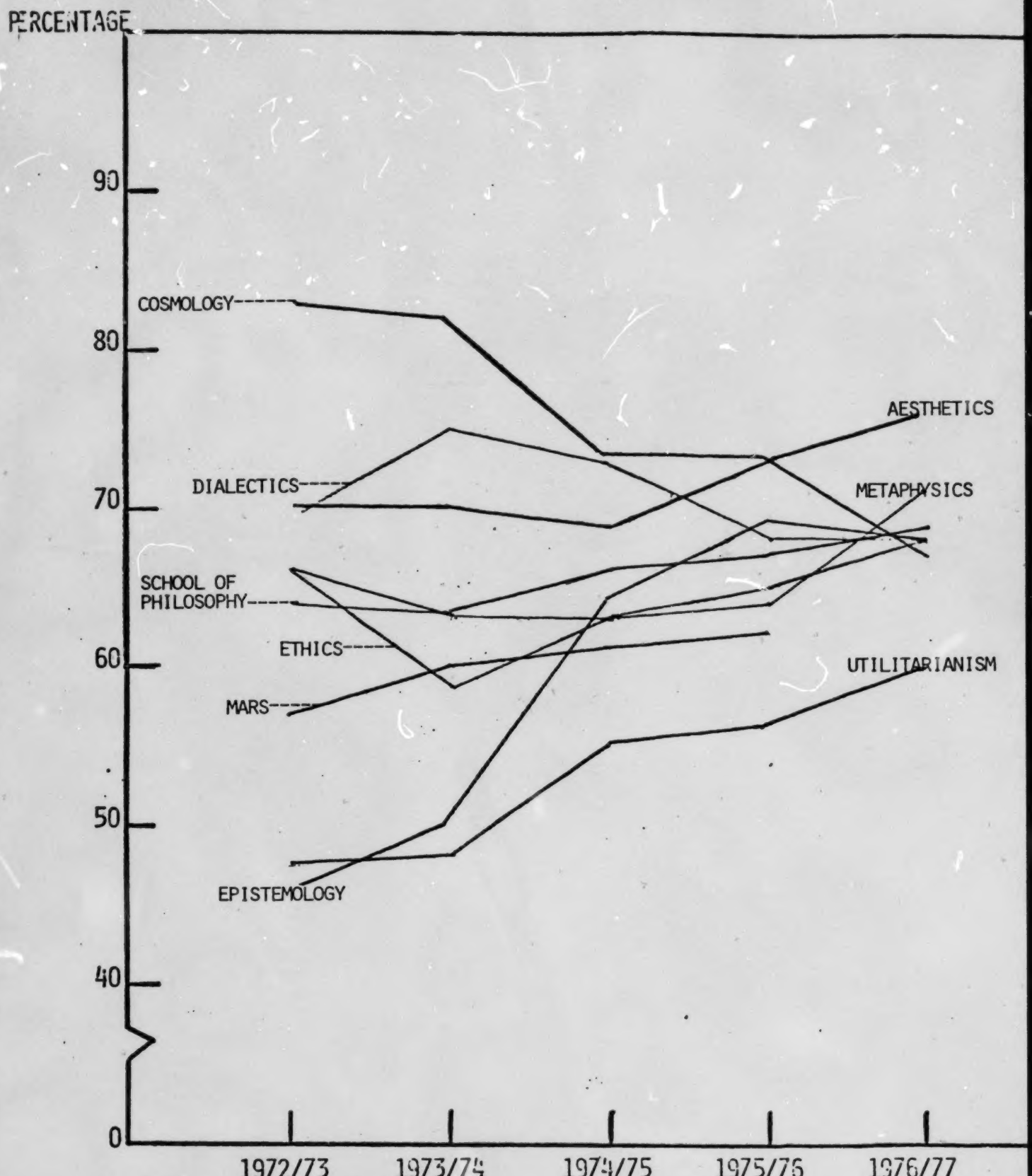


FIGURE 2

appears to be increasing for the various schools within the Academy What has remained constant is the term structure of the various tenure tiers. This could be interpreted as indicating the existence of certain types of organizational constraints which automatically creates lower tenure ratios because of the inherent faculty structure of a given discipline. If this is true, then caution should be exercised in the amount of emphasis placed on intramural school tenure comparisons.

Another salient feature is the greater variability in the tenure ratio among the lower tenured schools. This may be interpreted as indicating less planning and control of the tenure situation. On the other hand the steady upward path of the higher tenured schools may be viewed as a steady, unfettered, creeping increase in tenure. Both, in the long run, are undesirable conditions because of the costs they place on an institution.

Tenure Projections and Growth for the School of Philosophy and Its Departments

The School of Philosophy has a high tenure ratio as can be obeserved in Table 7 and Figure 2. It is higher than that of:

1. MARS
2. The State of Massachusetts
3. The High Tenure Ratio State Average
4. The National State Average

If the tenure ratio continues to grow at a rate 1.4% annually, you can expect that by 1981 over 3/4 of the School's principal faculty will be tenured. The School typically has also maintained a higher tenure ratio than the Academy with the percentage tenure spread ranging between a low of 3% to a high of 7% tenure points above the Academy. In 1975 the tenure ratio of the School generally was 67% as compared to the Academy's 62%. By 1976 it had climbed to 69%. If we assume that the Institute's tenure ratio continues to grow at 1.6% and that the tenure ratio of the School of Philosophy registers zero growth, then it will take the Academy roughly five years to be at par with the tenure ratio of the School of Philosophy. If we assume that both continue to grow at their respective per annum growth rates, then it would take up to the year 1995 before equality was achieved between their respective tenure ratios. However, this projection should be approached with caution because for the Academy to maintain a

Table 7
Comparative Tenure Ratios Among the
Departments within the School of Philosophy
and Annual Growth Rates
for 1972-1982

Unit	Actual					Projected					Annual Growth Rate
	1972-73	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	
Aesthetics	70%	70%	69%	73%	76%	76.1%	77.6%	79.1%	80.6%	82.1%	1.5%
Metaphysics	66	63	63	66	71	69.7	71.0	72.3	73.6	74.9	1.3
Epistemology	46	50	64	69	68	78.3	84.6	90.9	97.2	100	6.3
Dialectics	69	75	73	68	68	67.9	67.0	66.1	65.2	64.3	(0.9)
Ethics	66	59	63	65	68	67.2	68.2	69.2	70.2	71.2	1.0
Cosmology	83	82	73	73	67	63.3	59.2	55.1	51.0	46.9	(1.0)
Utilitarianism	47	48	55	56	58	61.8	64.8	67.8	70.8	73.8	3.0
School of Philosophy	64	63	67	67	69	70.2	71.6	73.0	74.4	75.8	1.4
MARS	57	60	61	62	—	65.6	67.2	68.8	70.4	72.0	1.6
State of Massachusetts			47								
High Tenure State Average			52								
National State Average			49								

Source: a. MARS Distribution of Faculty by Departments 1972-1976 general source for MARS tenure ratios.

b. Tenure ratios for Massachusetts, The High Tenure States Average and the National Average were taken from National Center for Educational Statistics, "Faculty Members with Tenure, 1974-75 "( )" indicates negative values

continuous growth rate of 1.6% per annum in its tenure ratio, it would mean that the Academy would allow itself to reach over a 90% tenure ratio--a situation which is highly unlikely! Hence it is reasonable to expect that some type of tenure adjustments will have to be made by both the Academy and the School of Philosophy before unfettered growth takes them into a cycle of decreasing percent tenure. The assumption in this case is that the School designated policy target would be to converge on the moving equilibrium ratio of the Academy rather than the converse, since it is considered that the Academy as a general body sets the policy guidelines for their respective schools. The tenure characteristics of the School of Philosophy can be said to be high, actually very high, comparatively speaking, and tenure levels will continue to rise if the tenure ratio continues to grow at 1.4% annually which roughly translates itself into 2.76 new tenured faculty positions per annum.

Aesthetics and Metaphysics

Disaggregating the School of Philosophy into its respective departments, Table 7 shows:

1. Aesthetics and Metaphysics have the highest tenure ratio. In 1976 three out of four faculty members had tenure. In the case of Cosmology allowance may be made for the smallness of the department, and the fact that the department is registering a negative 3.9% growth rate of the tenure fraction. If it continues to maintain this negative growth rate, it will converge on the School of Philosophy's tenure ratio of 67% in a little over two years and will approach the Academy's tenure ratio in about four years. In the case of Aesthetics it appears that there has not been any self-correcting adjustment aimed at reducing tenure. Moreover, since the Department of Aesthetics is a large department, it may be placing a greater weight on the budget appropriations of the School of Philosophy because of its tenure heaviness. On the other hand the large number of Instructors, who would probably be Assistant Professors elsewhere, in the Department of Aesthetics does provide a definite cost savings to the School of Philosophy

If the Aesthetics Department continues to grow at 1.5% per year, then by 1980 four out of five of its faculty will be tenured. Rightfully the Aesthetics Department should be registering negative growth in its tenure ratio instead of positive, especially if the School of Philosophy's policy directives are aimed at lowering tenure ratios. Similar arguments can also be voiced for the Department of Metaphysics with the exception that it has a smaller body of Instructors but a larger number of Senior Research non-tenured eruditionists.

Epistemology

Another department with a high tenure ratio is the faculty of Epistemology What should be alarming about this department's tenure picture is not the value of the ratio but rather its growth rate. In 1972-73 this department had the lowest tenure ratio as shown in Table 7. From 46% in 1972, it climbed to a high of 68% in five years, thus averaging an annual growth rate of 6.3% which incidentally is also the fastest growth rate among all members of MARS. The result is that it now has the third highest tenure ratio, and if it continues to grow at 6.3% per annum, it will have 100% tenured faculty by 1981. In fact, at this rate it should reach a 78.3% tenure ratio by next year. The data seems to indicate that this department experienced some type of organizational changes in the early 1970's which subsequently has led to its current rapid growth path. However, judging from the projections it is apparent it needs to slow down. If the Department of Epistemology in the long-run does not reduce its tenure expansion, it will have roughly 85% of its faculty in a tenure status in less than two years.

Dialectics

The Dialectics Department's tenure ratio is also high as compared to the departments of Cosmology and Utilitarianism and extramural tenure ratios. In 1976 its tenure ratio ranked third among the departments of Epistemology and Ethics. It currently shows a negative growth rate of -0.9% per annum. It it continues in this growth path of reducing its tenure pool by one less slot every four and a half years, it will achieve a tenure ratio of 64.3% by 1981.

Ethics

The Department of Ethics has a tenure ratio which is high with respect to two other departments in the School of Philosophy----- Cosmology and Utilitarianism. It is also high with respect to the Academy and various extramural tenure measures shown in Table 7. The Department jointly ranks third in having the highest tenure ratio. However, it should be noted that although it has a high tenure rate, it is one of the departments with slower tenure growth.

Utilitarianism

Utilitarianism . is the one department which can be viewed intramurally as having a low tenure ratio. However, if compared to the State of Massachusetts, the average for the states having the highest tenure ratios and the National State Average then this department can be viewed as having a high tenure ratio. This department has the second fastest growth rate, 3.0% per year. This means that if it continues to grow at this rate, it could become a problem department by 1980 with 70% tenured faculty. This department does not appear to have a tenure problem now but within a few years it could easily find itself in the same predicament as the others if it continues to expand the size of its tenured faculty.

In examining the various departments vis à vis the School of Philosophy and other tenure measures, the one thing that stands out is a much needed criteria for establishing some type of definitional bour s for determining what is a desired (if not optimum) tenure ratio for the School and its respective departments. In order to judge what is excessive, it is necessary to know what is a rationally acceptable norm. Should we index departments to the tenured ratio of the Academy or to the School of Philosophy? And, if the latter, then to whom should the School of Philosophy be compared to other intramural schools, to the Institute, or to standardized national averages. Harrison Shull views high ratios of tenure tc be those cases where "more than half the faculty is tenured."[2] This view is consistent with the notion that any tenure ratio above the national average of 49% should be considered high. It is also in keeping with the ratio which

---

[2] See Harrison Shull," The University Tenure Problem," (October 8, 1976) Vol. 174 No. 4261 Science.

characterizes the high tenured states, 52%. However, we should keep in mind that a calculation of this type may have little meaning for the School of Philosophy and the Academy because of institutional heterogeneity. There is little to be gained by comparing apples and oranges under the assumption that we are examining the same fruit. It seems reasonable to think that if a desired (if not optimum) measure is to be established, it should either be based on an intramural measure or a composite index which represents the tenure characteristics of peer institutions or perhaps a mixture of the two by examining the various departments cross-sectionally among the relevant institutions. In any event, it is apparent that unless a standardized index is established, there will always remain uncertainty as to what is an appropriate tenure ratio. In financial analysis composite ratios are viewed as exceptionally useful tools for judging general performance and determining budget appropriations. In macroeconomics certain arbitrary values have been established for judging relative conditions of unemployment and inflation. Without these arbitrary established measures it would be very difficult to rationally discuss these issues with any common understanding as to what is excessive or deficient. If the Academy or the School of Philosophy is not prone to instituting tenure ceilings, tenure ratio growth rates, or desired tenure ratio levels on an official basis, then unofficial guidelines should be established so as to be able to discern and assess tenure conditions and trends.

Figure 2 reiterates the tenure trend of the School of Philosophy and its respective departments. The one encouraging note from this diagram is that it appears that all parties involved are asymptotically moving towards a group cluster with a smaller range difference between their respective tenure ratios. This tappering off of the tenure spread between units indicates that they seem to be approaching some common norm with the possible exception of the Department of Aesthetics. As a result of the narrowing of the tenure ratio bond, this would seem to indicate that future years may require less discretionary action aimed at correcting tenure in balance.

The Proportionality Trend for Full Professors at Mars

As can be seen in Table, 8, with the exception of Cosmology, Utilitarianism, Dialectics, and the School of Poetry and Drama as well, the apparent general trend in the Academy is away from a high cost tenure structure to a greater utilization of tenured associate professors. Most per annum growth rates are negative. The Department of Epistemology in general displays the most rapid move towards a lower tenure cost structure. In 1972, 98% had the largest proportion of full professors of the total tenured faculty. By 1976, Cosmology had the distinction of being the only unit within MARS with 100% of its tenured faculty being full professors. In the same vein, the Department of Aesthetics in 1976 still had one of the highest full professor proportionality factors. Only two of the departments within the School typically have a proportionality factor less than that of the Academy. This helps to explain why in 1975-76, the School of Philosophy registered the overall highest percentage of full professors as a proportion of its total tenured faculty as compared to the other Schools within the Academy. If the Departments of Utilitarianism and Dialectics continue in the same growth path, it can be expected that they will achieve the same tenured cost mix as Cosmology.

Age Distribution

The cumulative percentage shown in Figure 3 depicts the School of Science as having a lesser margin of faculty under the age of 50 as compared to the national norm, 72% vs. 73%, thus implying the School of Philosophy has a slightly older faculty.

There are three departments in the School of Philosophy that can be considered very young departments. These are the departments of Utilitarianism -81%, Epistemology - 81%, and Dialectics - 79%. These departments with roughly 4/5 of its faculty under the age of 50 do <u>not</u> currently represent tenure problem units within the School of Philosophy. On the other hand, the Departments of Epistemology and Utilitarianism could be tomorrow's tenure headache for the following reasons:

Table 8

Full Professors as a Percentage of the Total Tenured Faculty
for MARS Its Five Schools and the School of Philosophy's Seven Departments
for 1972-1982

	1972-73	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82	
Cosmology	90%	100%	100%	100%	100%	→	→	→	→	→	
Aesthetics	98	100	95	95	97	94.9	94.2	93.5	92.8	92.1	(0.7%)
Utilitarianism	80	86	88	89	90	93.5	95.8	98.1	100	→	2.3%
Dialectics	82	86	96	92	88	94.2	96.0	97.8	99.6	100.0	1.8%
Metaphysics	90	91	89	94	87	89.3	89.0	88.7	88.4	88.1	(0.3%)
Ethics	91	87	79	79	86	79	77.2	75.4	73.6	71.8	(1.8%)
Epistemology	91	83	63	67	71	58.2	52.6	47.0	41.4	35.8	(5.6%)
School of Philosophy	90	91	89	90	89	88.9	88.6	88.3	88.0	87.7	(0.3%)
School of Medicine	87	87	85	86	–	84.5	84.0	83.5	83.0	82.5	(0.5%)
School of Poetry and Drama	83	86	86	86	–	88.4	89.3	90.2	91.1	92.0	0.9%
School of Law	92	85	80	91	–	84.2	83.4	82.6	81.8	81.0	(0.8%)
School of Sculpture and Murals	81	75	77	78	–	75.3	74.6	73.9	73.2	72.5	(0.7%)
MARS	87	87	85	87	–	85.8	85.6	85.4	85.2	85.0	(0.2%)

Source: "Distribution of Faculty by Department", MARS October 1972-76.

1. If we accept the notion that on the average the length of faculty service period is thirty years, then what we see is that at some time in the future these two young departments could well become very old departments with a large proportion of their faculty over the age of 50. Of course this will depend on the rates of outmigration and deaths. So today's young departments may be tomorrow's old departments.
2. These two departments have the highest tenure ratio growth rates, 6.3% annually for the department of Epistemology and 3.0 per annum for Utilitarianism.

Another implication is that the youthfulness of these two departments is a counter to Shull's argument that, "It is important to adjust the lopsided age distribution of our faculties by filling almost all positions at the beginning level." Shull's perscription is probably appropriate for older departments in the School of Philosophy such as Metaphysics Aesthetics, Ethics and especially Cosmology with only one half of its faculty under the age of 50.

In terms of corrective measures for reducing tenure levels, it is obvious that young departments would not be phased by an early retirement policy whereas in older departments it is clear that an earlier retirement program would quickly change the tenure ratio of a department. The two departments whose tenure ratios could be lessened by early retirements are Aesthetics, and Metaphysics. Aesthetics currently has a tenure ratio of 76% and 74% of its tenured faculty is <u>over</u> the age of 50. Metaphysics has presently a tenure ratio of 71% and its tenured faculty over the age of 50 amounts to 73%.

Cosmology which during the early 1970's, was the highest tenure department might again slip into high tenure levels as a result of its senior age characteristics. The proportion of tenured faculty under the age of 50 for the various departments within the School of Philosophy shows a wide range of variation, from a high percentage of tenured faculty in the Department of Epistemology ---71%---to a low of 26% for Aesthetics and Cosmology.

Aside from minor changes in the rankings, the overall age characteristics of the departments remain the same. The youngest tenured departments -- Utilitarianism, Epistemology and Dialectics -- are also the departments with the youngest total faculty. The same is true for the older departments. Of the two departments displaying the highest tenure ratios in the School, Aesthetics and Metaphysics, we find that three fourths of their respective tenures faculties are over the age of 50. This high proportionality of senior tenured people reinforces the argument in favor of early retirements. In a similar manner recruitment or granting tenure to young faculty in the younger departments should probably not be encouraged until these departments achieve a more balanced age profile. Direction of the age profile for the School of Philosophy in general is the same except there is no similarity in the variations between age class intervals. This can be discerned by comparing the series of individual bar charts with one another as depicted in Figures 3 through 11. It is evident that it is difficult to perceive any type of age profile similarities between departments. In a similar manner the age distribution for the School of Philosophy and its departments does not resemble the age gradient for doctoral philosophers and scholars in the United States. If the United States age profile can be considered an average age distribution, then there are deviational characteristics about the age structure of the School of Philosophy and its departments as compared to this national profile norm. For one thing a dispersed age structure of this type makes it much more difficult to develop an across the board tenure policy with respect to early retirements, tenure probationary periods, tenure age synchronization, etc. Moreover, it further complicates long-term resource appropriation and tenure planning.

Retirements

The period 1976 to 1986 will be a slow retirement period for the School of Philosophy. About 25% of the faculty will retire during this ten year period. This means there will be 52 retirements of tenured faculty over the next decade.

FIGURE 3

CUMULATIVE PERCENTAGE OF DOCTORAL PHILOSOPHERS AND SCHOLARS UNDER THE AGE OF 50 FOR THE U.S. (1975) AND MAR'S SCHOOL OF PHILOSOPHY AND ITS SEVEN DEPARTMENTS (1976)

	TOTAL FACULTY	TENURED FACULTY
UTILITARIANISM	31%	68%
EPISTEMOLOGY	81	71
DIALECTICS	79	63
U.S.	73	
SCHOOL OF PHILOSOPHY	72	35
METAPHYSIC	71	27
AESTHETICS	68	26
ETHICS	61	43
COSMOLOGY	50	26

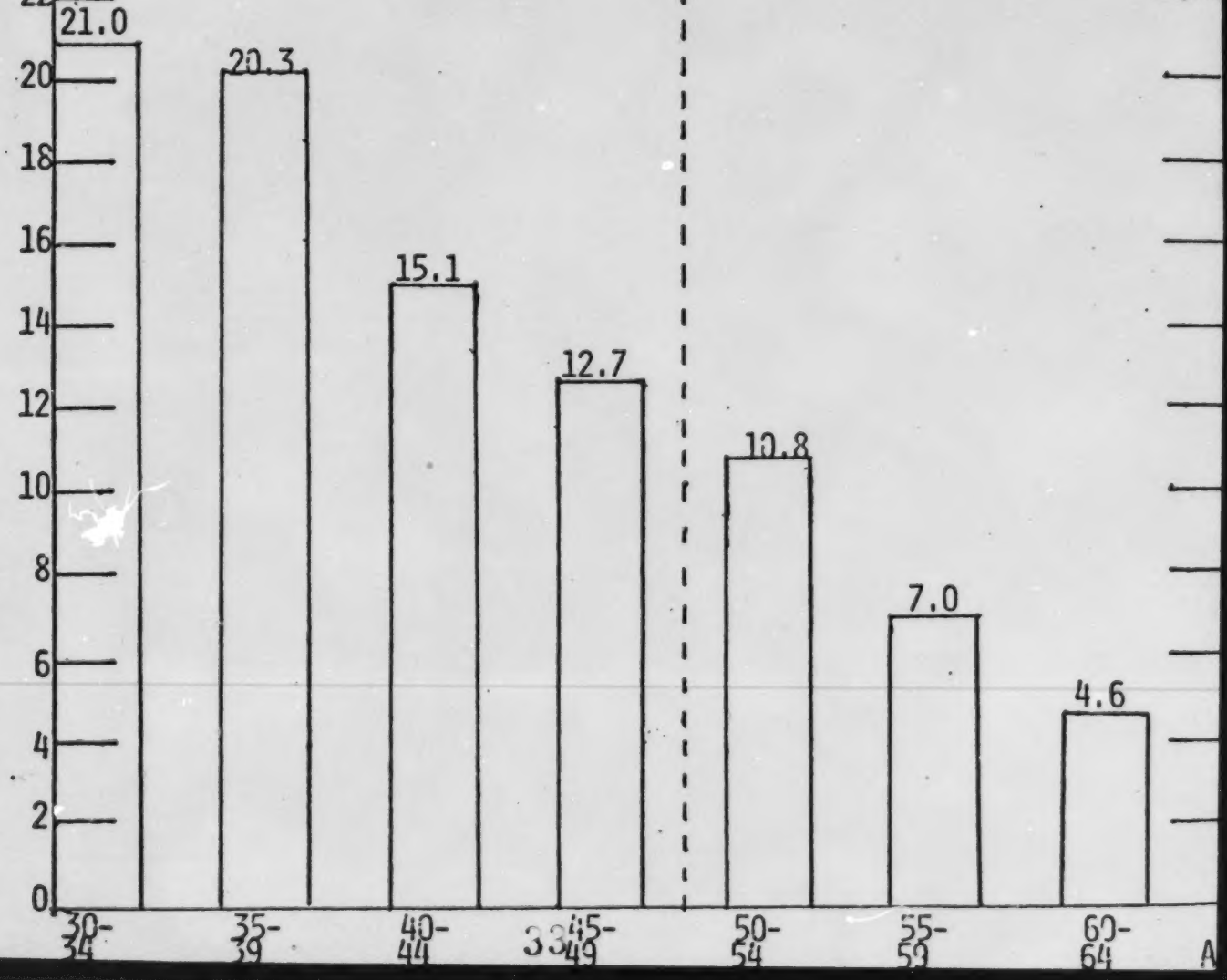


FIGURE 4.

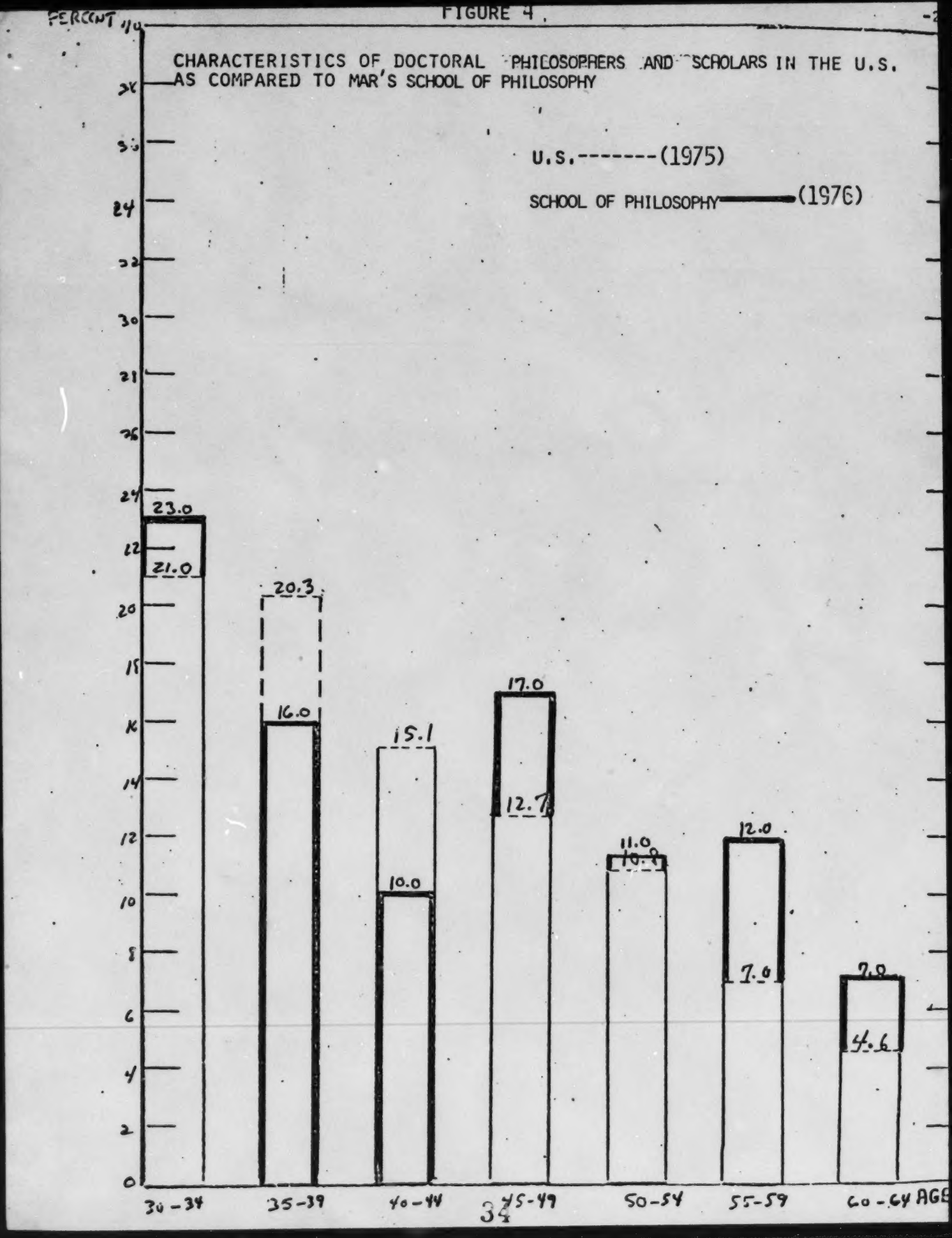

PERCENT
CHARACTERISTICS OF DOCTORAL PHILOSOPHERS AND SCHOLARS IN THE U.S. AS COMPARED TO MAR'S SCHOOL OF PHILOSOPHY
U.S.-------(1975)
SCHOOL OF PHILOSOPHY——(1976)
26
24
22
20
18
16
14
12
10
8
6
4
2
0
23.0
21.0
20.3
16.0
15.1
10.0
17.0
12.7
11.0
10.8
12.0
7.0
7.0
4.6
30-34
35-39
40-44
45-49
50-54
55-59
60-64 AGE

FIGURE 3

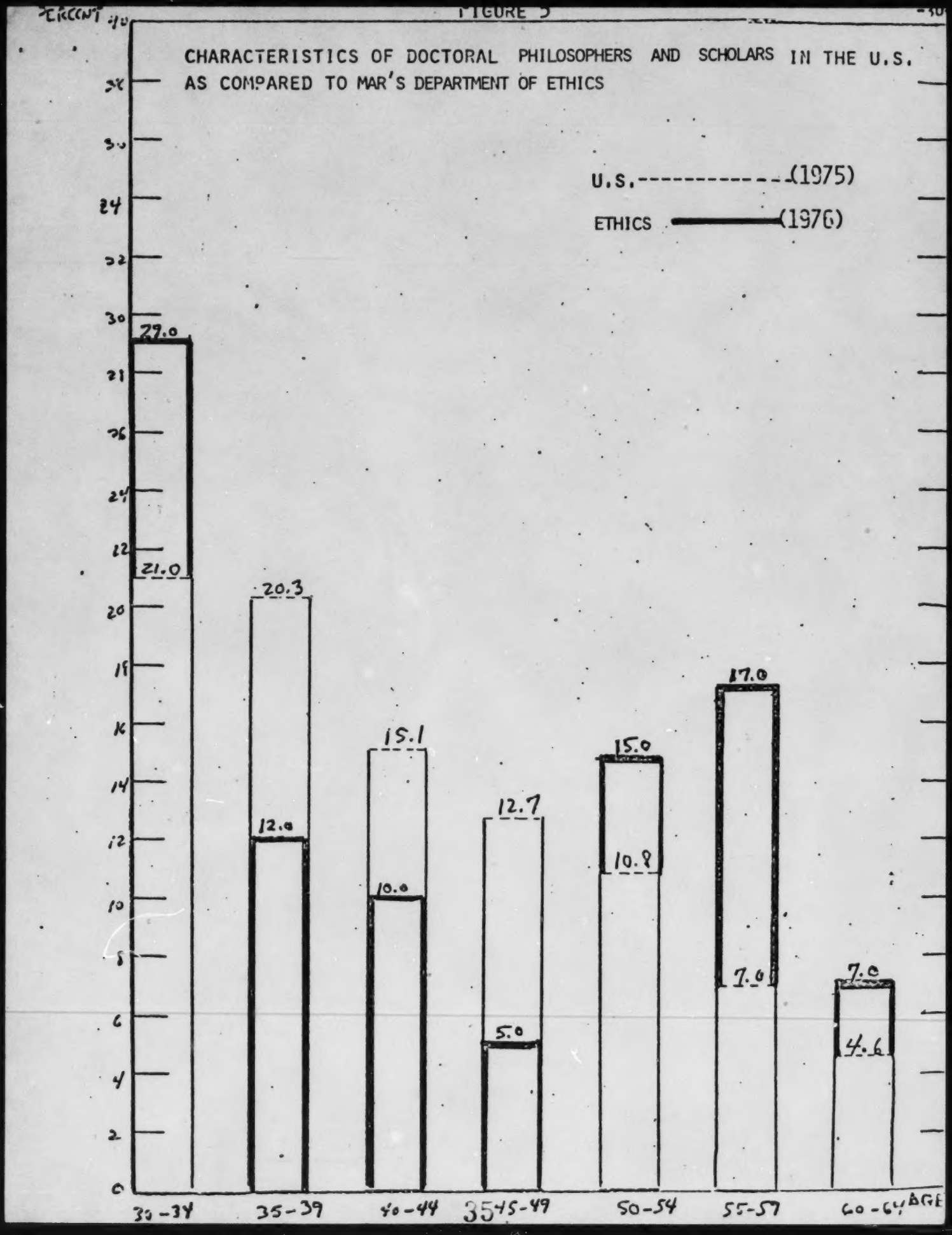

CHARACTERISTICS OF DOCTORAL PHILOSOPHERS AND SCHOLARS IN THE U.S.
AS COMPARED TO MAR'S DEPARTMENT OF ETHICS
U.S. ---------- (1975)
ETHICS ——— (1976)
PERCENT
27.0
21.0
20.3
12.0
15.1
10.0
12.7
5.0
15.0
10.8
17.0
7.0
7.0
4.6
30-34
35-39
40-44
45-49
50-54
55-57
60-64
AGE

FIGURE 6

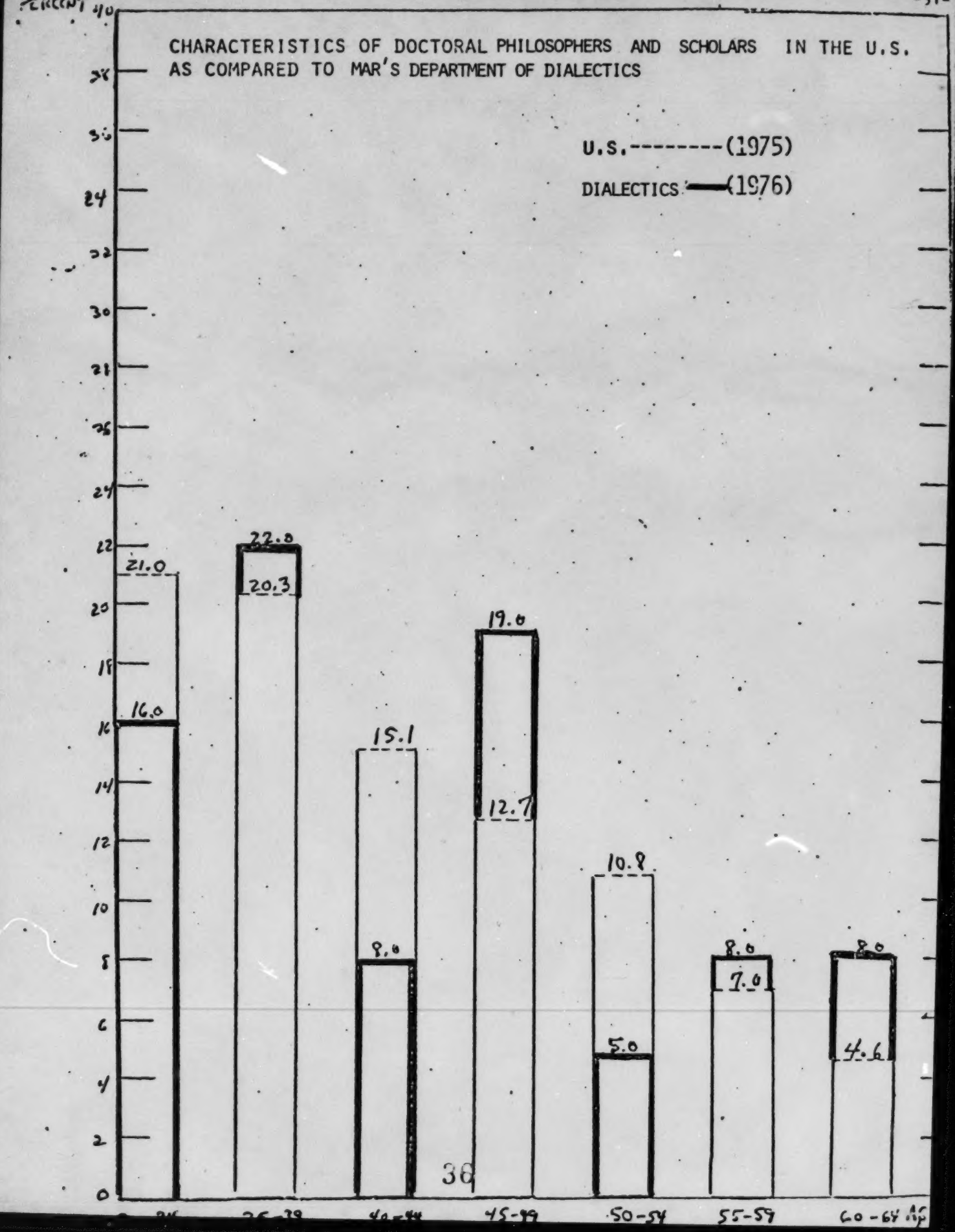

PERCENT
40
38
36
34
32
30
28
26
24
22
20
18
16
14
12
10
8
6
4
2
0
CHARACTERISTICS OF DOCTORAL PHILOSOPHERS AND SCHOLARS IN THE U.S.
AS COMPARED TO MAR'S DEPARTMENT OF DIALECTICS
U.S.--------(1975)
DIALECTICS ——(1976)
21.0
16.0
22.0
20.3
15.1
8.0
19.0
12.7
10.8
5.0
8.0
7.0
8.0
4.6
25-29
45-49
50-54
55-59
60-64 Ag

FIGURE 7

CHARACTERISTICS OF DOCTORAL PHILOSOPHERS AND SCHOLARS IN THE U.S. AS COMPARED TO MAR'S DEPARTMENT OF EPISTEMOLOGY

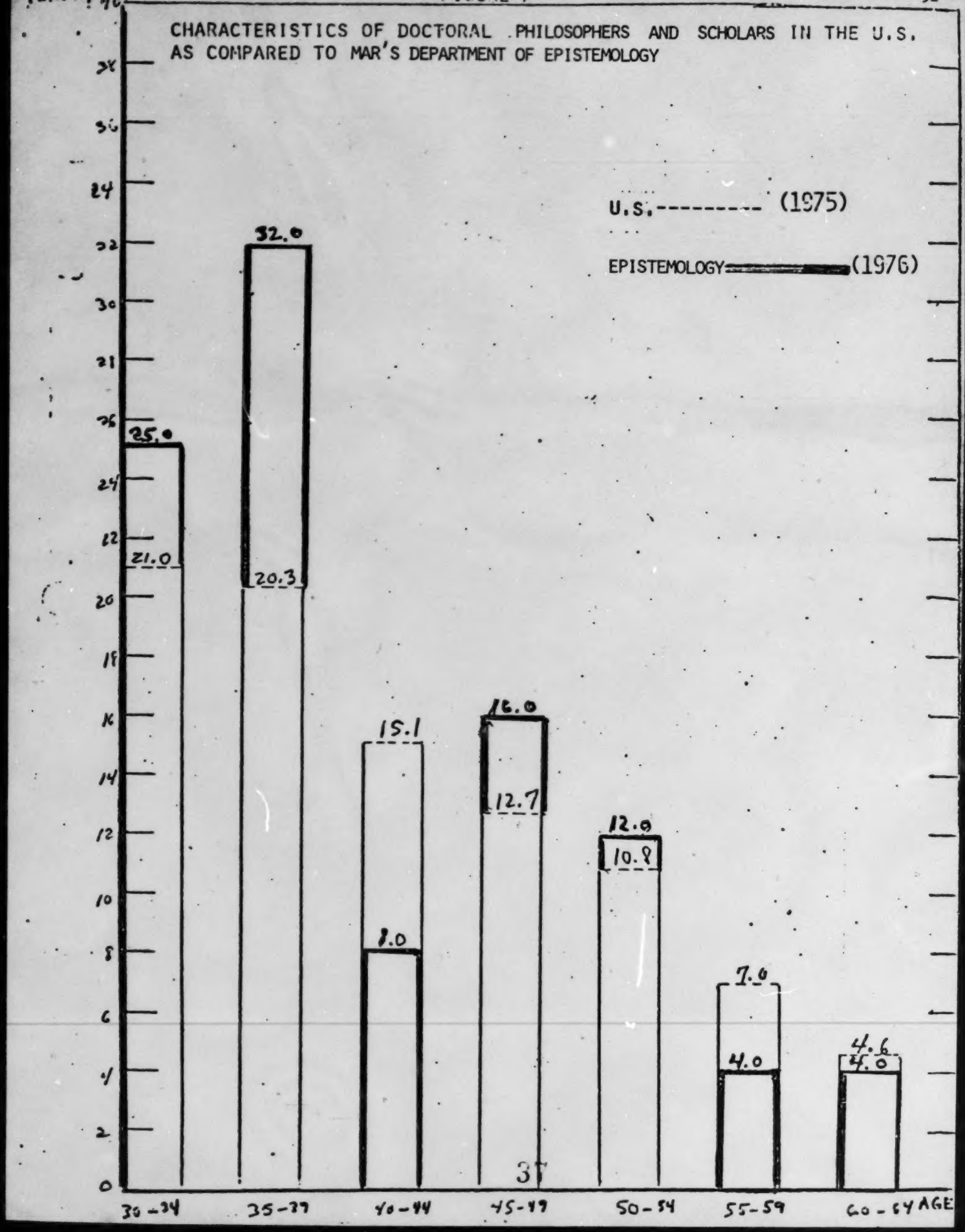


FIGURE 6

CHARACTERISTICS OF DOCTORAL PHILOSOPHERS AND SCHOLARS IN THE U.S. AS COMPARED TO MAR'S DEPARTMENT OF UTILITARIANISM

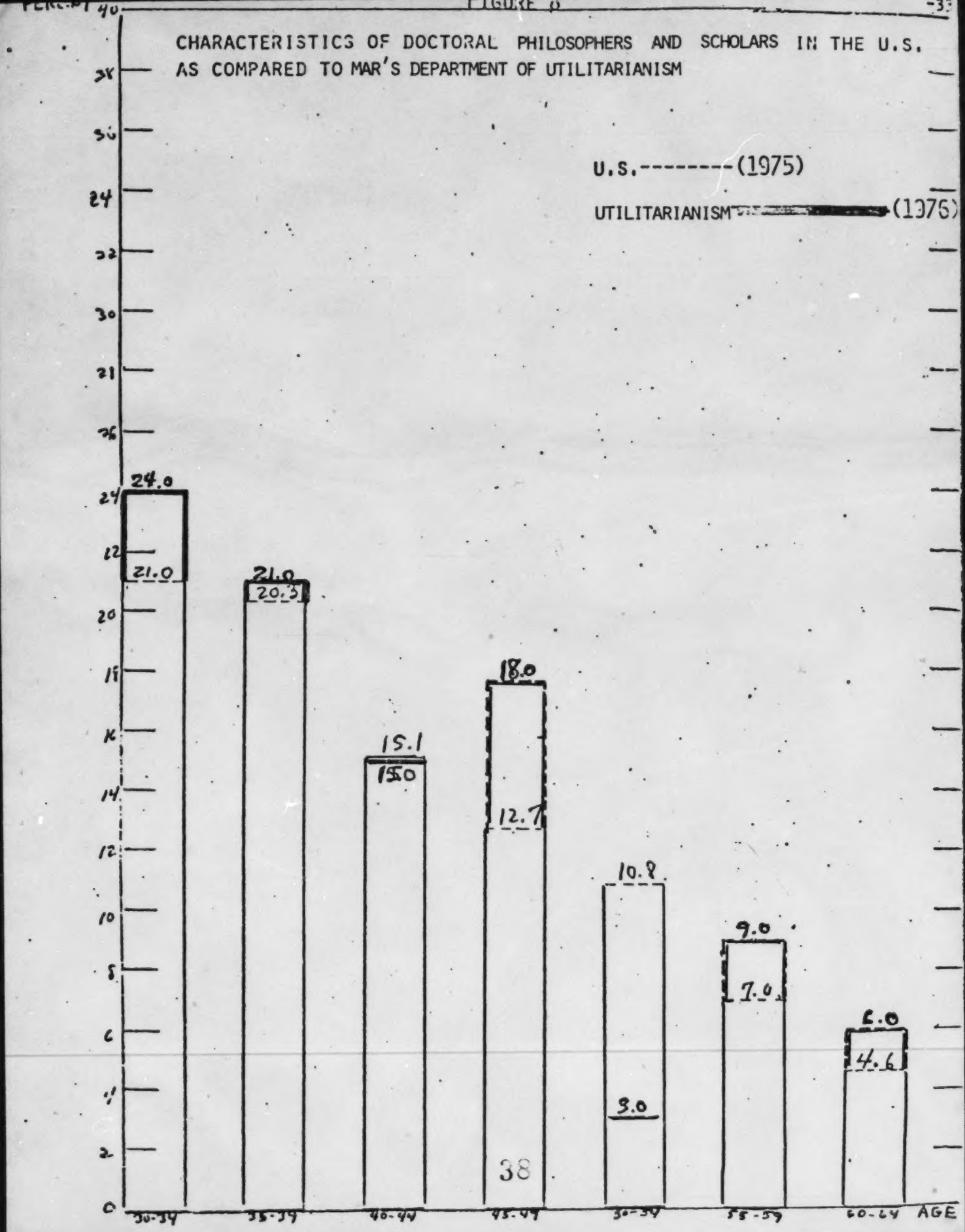


FIGURE 9

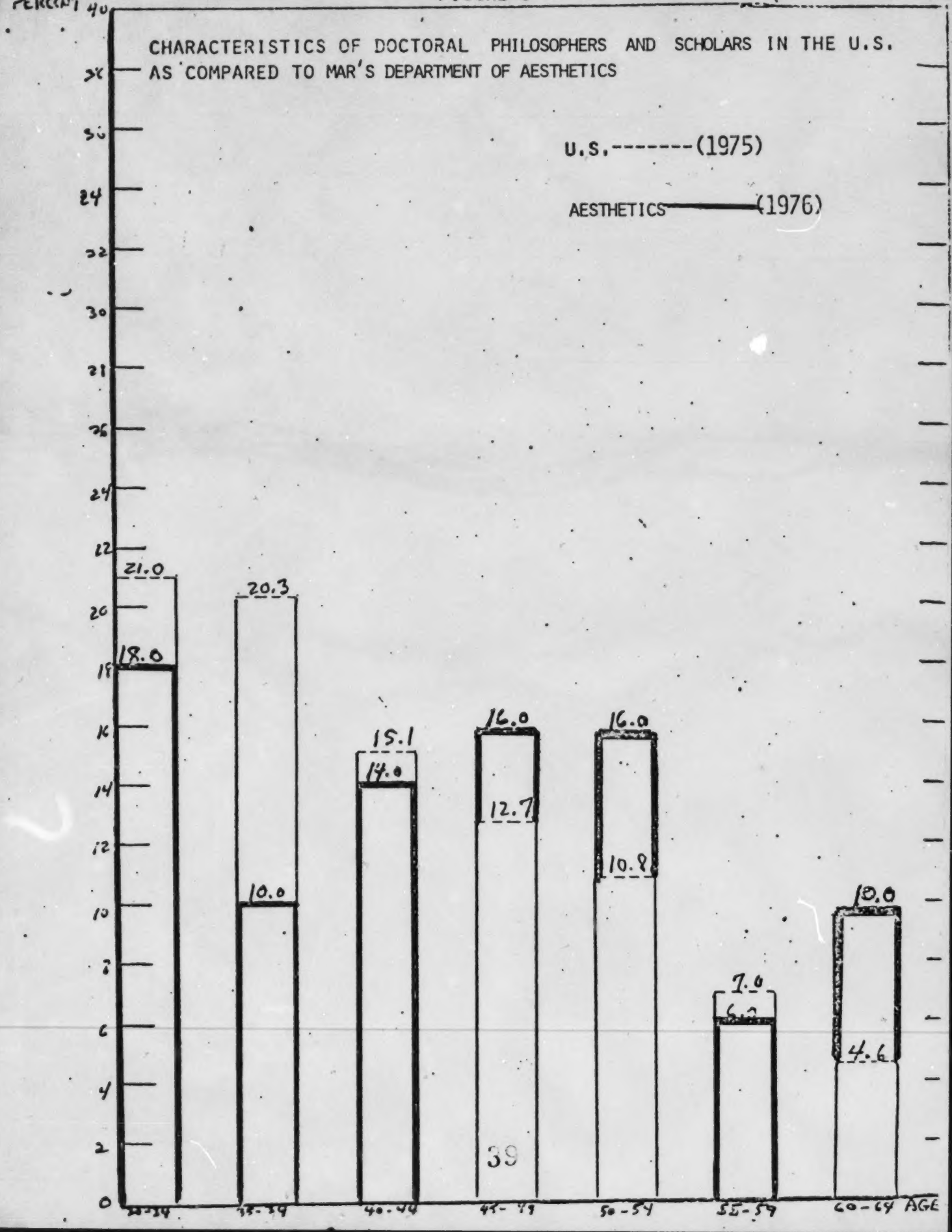

PERCENT
CHARACTERISTICS OF DOCTORAL PHILOSOPHERS AND SCHOLARS IN THE U.S. AS COMPARED TO MAR'S DEPARTMENT OF AESTHETICS
U.S.-------(1975)
AESTHETICS————(1976)
40
36
34
32
30
28
26
24
22
20
18
16
14
12
10
8
6
4
2
0
21.0
18.0
20.3
10.0
15.1
14.0
16.0
12.7
16.0
10.8
7.0
6.2
10.0
4.6
30-34
35-39
40-44
45-49
50-54
55-59
60-64
AGE

FIGURE 10

CHARACTERISTICS OF DOCTORAL PHILOSOPHERS AND SCHOLARS IN THE U.S. AS COMPARED TO MAR'S DEPARTMENT COSMOLOGY

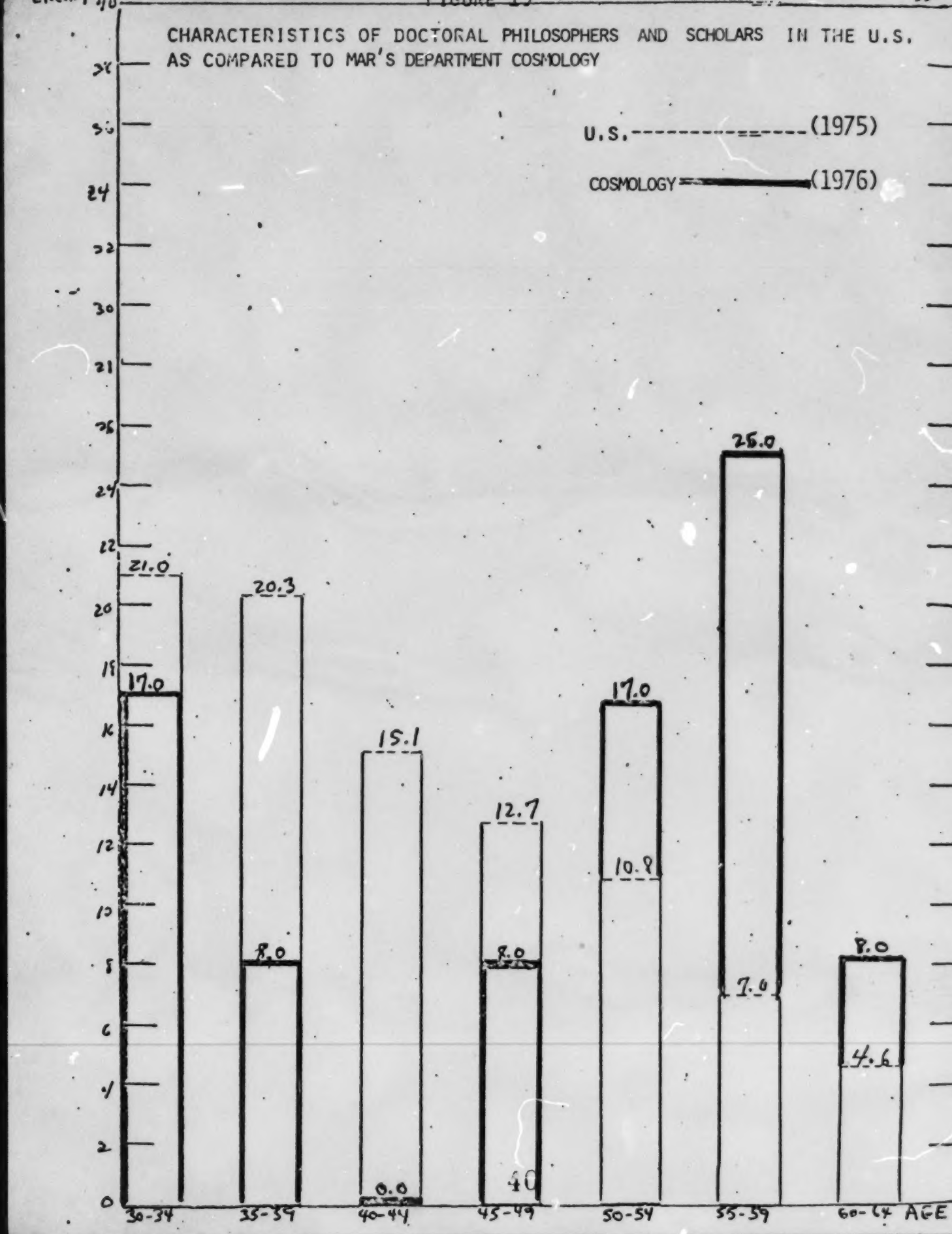


FIGURE 11

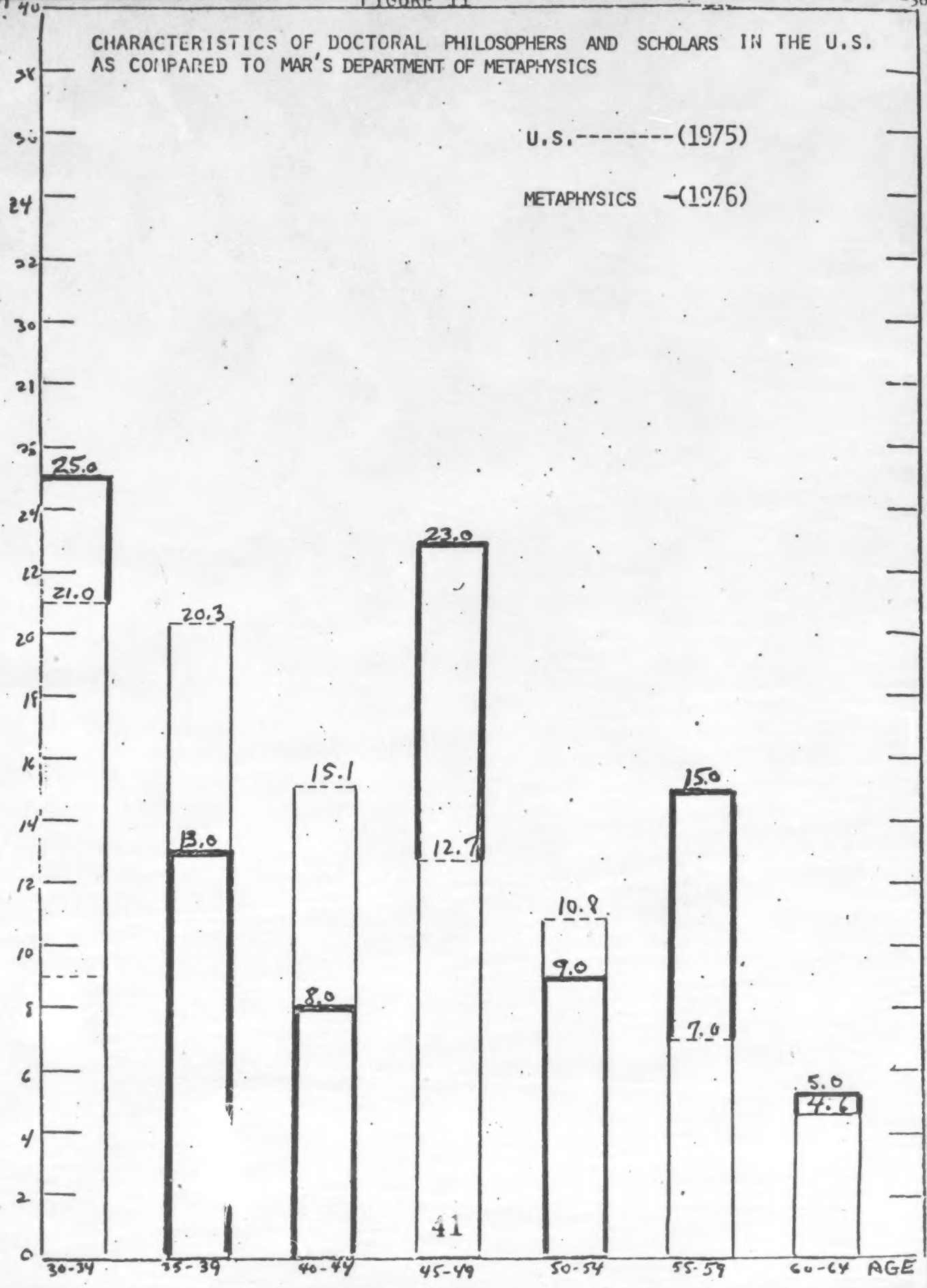
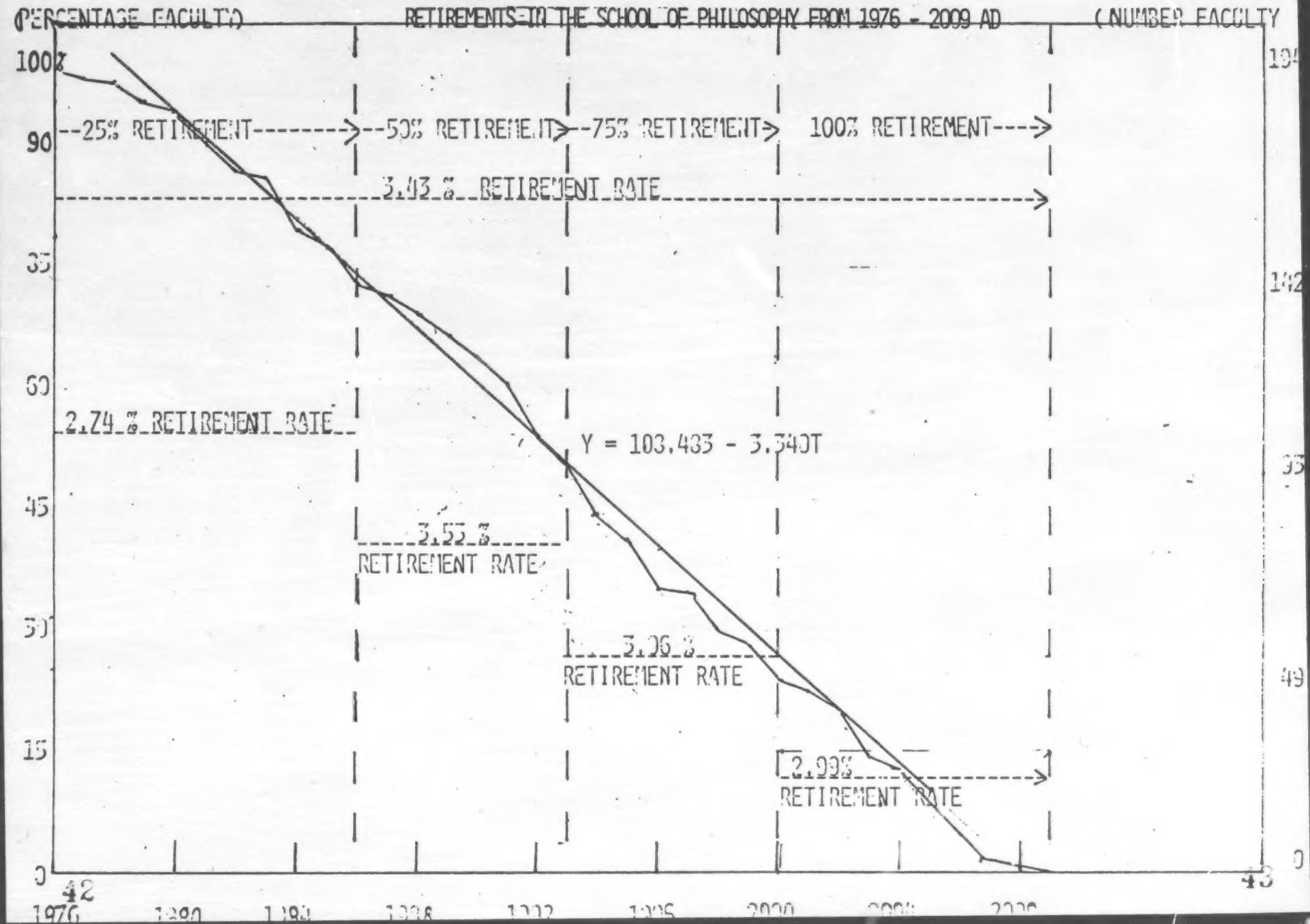

CHARACTERISTICS OF DOCTORAL PHILOSOPHERS AND SCHOLARS IN THE U.S. AS COMPARED TO MAR'S DEPARTMENT OF METAPHYSICS
U.S.--------(1975)
METAPHYSICS --(1976)
PERCENT
40
38
36
34
32
30
28
26
24
22
20
18
16
14
12
10
8
6
4
2
0
25.0
21.0
20.3
13.0
15.1
8.0
23.0
12.7
41
10.8
9.0
15.0
7.0
5.0
4.6
30-34
35-39
40-44
45-49
50-54
55-59
60-64
AGE

FIGURE 13


(PERCENTAGE FACULTY)
RETIREMENTS IN THE SCHOOL OF PHILOSOPHY FROM 1976 - 2009 AD
(NUMBER FACULTY
100%
90
35
60
45
30
15
0
--25% RETIREMENT-------->
--50% RETIREMENT>
--75% RETIREMENT>
100% RETIREMENT--->
3.43 % RETIREMENT RATE
2.74 % RETIREMENT RATE
Y = 103.433 - 3.340T
3.52 %
RETIREMENT RATE
3.06 %
RETIREMENT RATE
2.99%
RETIREMENT RATE
42
43
1976

From 1986 to the year 2000 the School of Philosophy accelerated retirement rate. In this 14 year period 50% of the tenured faculty will retire. From 1986-1993 the 48 to 55 year old faculty members will retire during this period. From 1994 to the year 2000 the 40 to 47 year old faculty will be retiring. During this twenty year period there will be 93 new tenure openings as a result of retirement. Figure 13 shows that the retirement trend line projects a 3.43% per annum retirement rate for the School extending from 1976-2009 A.D. This rate translates into six to seven tenure openings annually. Although this is the rate which characterizes the period from 1976-2009, it also approximates the accelerated retirement periods of 1986-1993 and 1994-2000.

The slow retirement periods of 1976-1985 and 2000-2009 have retirement rates of 2.74% and 2.97% respectively. This means during these periods there will be five tenure openings annually. Implications from time trend projections are as follows:

1. Senior faculty between the ages of 55-65 will be retiring at a much slower rate. Thus, you can expect only gradual reduction in the tenure ratio in the School of Philosophy during the years 1776-1986 as a result of faculty retirement.

2. There are several academic manpower forecasting studies which project a glut of Ph.D.'s during the 1976-1986 time span. If this is true, then it is reasonable to expect slower rates of outmigration and voluntary resignations because of the risk and uncertainty characterizing the marketplace during this period.

3. Combining probable slower rates of outmigration and voluntary resignations to a slow retirement rate, this would seem to imply that the School of Philosophy should exercise a conservative tenure policy both in promotion and hiring in outside faculty.

4. Similarly if a smaller number of faculty will be leaving the School of Philosophy then given the various projections of smaller

future enrollments[3], this would seem to indicate that fewer tenure appointments should be made throughout this period.

5. Because the slow retirement phase is followed by two accelerated retirement time spans--1987-1993 and 1994-2000--the School of Philosophy should probably start planning its nontenure hiring five to seven years in advance of each of these retirement periods as well as probable tenure lateral hiring from other institutions.

Tenure Entry and Exit

As is shown on Table 9, from 1967 to 1976 there was a total of 68 online appointments to tenure. The largest number of appointments, ten, taking place in 1967 and 1974, and the smallest number, two, in 1968. This type of appointment is the most important tenure entry into the School of Philosophy. On the average, appointments "To Tenure" constituted two out of the three appointments to tenure over the decade. Outside tenure hiring evidently is not the significant variable causing a high tenure ratio within the School. Beside the fact that only one third of the tenure appointments are from outside the School, the trend line in Table 10 shows $Y_1 = 7.327 - 0.145t$ which indicates a steady decrease in this type of appointment. If this trend continues into the future then the projection is that by 1980, "New appointments to tenure will cease and the only tenure additions will be inter-school promotions." This would be coming at a time which would coincide with the projected surplus in Ph.D.'s. Returning to the "To Tenure" $\hat{Y}_2$ projection, it is projected that on the average the School of Philosophy will be granting seven promotions to tenure per year for the next ten years if it continues to grant tenure as it has in the past. It is worth noting that although the "To Tenure" trend line has a positive coefficient, $\hat{Y}_2 = 6.60 + 0.04t$ when we combine the data for the two types of tenure entry, we find that

[3] See Allan Cartter, Ph.D.'s and the Academic Labor Market. 1976

Elinor W. Abramson, "Projected Demand for and Supply of Ph.D. Manpower 1972-85 Monthly Labor Review, December 1975; Stephen P. Dresch, Demographic Technology, and Higher Education: Toward a Formal Model of Educational Adaptation, Journal of Political Economy, June 1975.

Table 9

Tenure Entry and Exit Trend for
the School of Philosophy 1967 - 1976

Actual

	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976
To Tenure Y_1	10	2	7	6	8	8	5	10	5	7
New Appointments Y_2	3	5	6	6	2	3	0	4	2	2
Total Entry Y_3	13	7	13	12	10	11	5	14	7	9
Retirements Y_4	2	3	6	5	2	2	4	4	3	2
Deaths Y_5	1	0	0	1	1	0	0	0	0	2
Resignations Y_6	5	5	1	6	3	4	3	2	2	1
Total Exit Y_7	8	8	7	12	6	6	7	6	5	5
Net Increase Y_8	5	(1)	6	0	4	5	(2)	8	2	4
Total Tenure Y_9	145	150	149	155	155	159	164	162	170	172
Total Faculty Y_{10}	275	299	287	286	281	266	277	278	276	276
Tenure Ratio Y_{11}	53	50	52	54	55	60	60	58	62	62

Source: School of PhilosophyTenure Log Sheets (June 30, 1976).

Table 10

Tenure Entry and Exit Projections
for the School of Philosophy 1977 - 1986

		Projection									
		1977	1978	1979	1980	1981	1982	1983	1984	1985	1986
To Tenure	$\hat{Y}_1$	7.00	7.04	7.07	7.11	7.15	7.18	7.22	7.26	7.29	7.33
					$\hat{Y}_1 = 6.60 + 0.04t$						
New Appointments	Y_2	1.40	1.06	0.71	0.36	0.018	(0.33)	(0.67)	(1.02)	(1.36)	(1.71)
					$\hat{Y}_2 = 5.20 - 0.36t$						
Total Entry	$\hat{Y}_3$	8.40	8.09	7.78	7.47	7.16	6.86	6.55	6.24	5.92	5.62
					$\hat{Y}_3 = 11.80 - 0.31t$						
Retirements	$\hat{Y}_4$	2.87	2.79	2.71	2.63	2.55	2.47	2.39	2.32	2.24	2.16
					$\hat{Y}_4 = 3.73 - 0.08t$						
Deaths	$\hat{Y}_5$	0, 1, or 2									
Resignations	$\hat{Y}_6$	1.20	0.84	0.47	0.11	(0.26)	(0.62)	(0.98)	(1.35)	(1.71)	(2.07)
					$\hat{Y}_5 = 5.20 - 0.36t$						
Total Exit	$\hat{Y}_7$										
Assuming:											
Zero Deaths		4.07	3.36	3.18	2.74	3.47	1.85	1.41	0.97	0.53	0.09
One Death		5.07	4.63	4.18	3.74	4.47	2.85	2.41	1.97	1.53	1.09
Two Deaths		6.07	5.63	5.18	4.74	5.47	3.85	3.41	2.97	2.53	2.09
Net Change	$\hat{Y}_8$										
Assuming:											
Zero Death		3.70	4.46	4.60	4.73	3.69	5.01	5.14	5.27	5.39	5.53
One Death		2.70	3.46	3.60	3.73	2.69	4.01	4.14	4.27	4.39	4.53
Two Deaths		1.70	2.46	2.60	2.73	1.69	3.01	3.14	3.27	3.39	3.53

47

CONTINUED

474

Table 10 (continued)

		1977	1978	1979	1980	1981	1982	1983	1984	1985	1986
Total Tenure	$\hat{Y}_9$	174.07	176.97	179.87	182.78	185.68	188.58	191.49	194.39	197.29	200.19
					$\hat{Y}_9 = 142.13 + 2.90t$						
Total Faculty	$\hat{Y}_{10}$	272.13	270.69	269.24	267.79	266.34	264.89	263.44	261.99	260.55	259.09
					$\hat{Y}_{10} = 288.07 - 1.45t$						
Tenure Ratio	$\hat{Y}_{11}$	63.97	65.38	66.81	68.26	69.72	71.19	72.69	74.05	75.72	77.19

Source: School of Philosophy Tenure Log Sheets (June 30, 1976).

that total entry trend overtime is negative, as is seen in the "Total Entry" trend line $Y_3 = 11.80 - 0.31t$. Consequently, the projection for the School of Philosophy . from 1977 to 1986 is a gradual decline in the number of annual tenure entries into the School commensurate with cutbacks in new appointments beginning in 1982. A negative value for a new tenure appointment is interpreted as meaning a cutback in a tenure slot, and a zero value can be viewed as the act of saving a tenure position. In a similar interpretive context, fractional values should be considered as divisional parts of a tenure slot--something similar to what one sees in joint departmental appointments. The "Total Entry" of tenured faculty into the School of Philosophy from 1977 to 1986 will amount to 70 appointments--two more than the previous increase for the prior ten years.

In looking at retirement, what is projected is a slow rate of retirement for the School overall. On the average over the ten year period 1977 to 1986 it is projected that by 1986, 25 faculty members will retire. The rate of retirement will be roughly about three people per year the first five years and then dropping to two annually. The first five years 1977-1981 the number receiving "To Tenure" promotions is twice the number of faculty entering retirement. From 1982-1986 the on line tenure promotions are three times as great as the number retiring. The retirement trend line, $Y_4 = 3.73 - 0.08t$ shows a negative sign in front of the coefficient. Since we should normally expect a positive sign, if the future holds a larger number of retirements, what in effect this indicates is that retirements will take place at a very slow pace. This projection is less valid for the more senior departments in the School of Philosophy such as Cosmology, Aesthetics, and Metaphysics, and more appropriately applies to young departments such as Epistemology Utilitarianism, or Dialectics as compared to the others. Inasmuch as these latter departments will not be registering significant retirement rates until the late 1980's, the retirement slowdown, if it remains undisturbed, will coincide with the new appointment tenure cutbacks, thus causing added pressure to reduce tenure entry.

From 1967 to 1976 resignations on the average approximated the same proportion of the total faculty exits as retirements, 46% vs. 47%,

respectively. Much of the general discussion on how to deal with high tenure ratios has centered on the issue of retirement rather than all the variables which affect total exit. It is evident from the proportional size of the number of resignations in the School of Philosophy the cause and reasons underlying the act of resignation should be examined further, since this is an equally important variable in influencing the tenure ratio. The variable of death should probably also be examined on an actuarial basis because of the different age distributions of the tenured faculty in the various departments. The projection of death in this study has been done on a much simpler basis by assuming that either one of the same number of mortalities prevailed in the future. The projections for total exit are based on the assumption of either zero, one, or two deaths. Clearly this does not provide the exactness of having a single projected value and at best can offer only a range of values, and at worse, can be considerably off in estimate if mortalities begin to bunch up as one would expect with unbalanced age distributions. For example, between 1976 and 1986 very few cessation of life should be expected for tenure faculty in the Departments of Utilitarianism Epistemology as well as the Department of Dialectics. On the other hand, the opposite will probably be true for Aesthetics, Cosmology and Metaphysics because of the large number of tenured faculty currently over the age of 50. These general age traits of the various departments within the School of Philosophy are shown in Figure 3.

In examining the projections for the net changes in tenure, we see that no matter which mortality factor we assume, the evidence still indicates a steady projected increase in tenure. Hence unless definite policy action is exercised to counter the trend or unless some unforeseen exogenous disturbance takes place, the future for the School of Philosophy is higher levels of tenure.

Tenure Trend

This study did not have at its disposal data prior to 1967 so any judgment passed on an historical basis has to be viewed within the confines of the sample period. In 1967 the total faculty size of the School of Philosophy was 275 and the number of tenured faculty was 145. The tenure

ratio was at a level which was probably on a par with most institutions. These first five years from 1967 to 1971 can be viewed as the conservative tenure years in which tenure appointments were few as compared to the previous years and as compared to the size of the faculty. These movements over time are depicted on Figure 14. Thus, during this period the tenure ratio hovered around 52%. It was not until the early 1970's that the tenure ratio in the School noticeably began its upward climb into the high tenure ratio ranks. As earlier cited in 1967 there were 275 people on the faculty, and by 1976 there were 276. If we compare the figures for total faculty in 1976 as compared to 1968, we see instead of a 3/10 of one percent increase, a decrease of 8%. In contrast the number of tenured personnel increased by 19% from 1967 to 1976. As can be seen from the two trend equations:

$$\text{Total Tenure: } Y_9 = 142.13 + 2.90t$$

and

$$\text{Total Faculty: } Y_{10} = 288.07 - 1.45t$$

the explanation for the high tenure ratio in the School of Philosophy is the coupling of negative total faculty growth rate with a steady tenure expansion. One word of caution which should be exercised with respect to the error in these projections is that there are different data values for the same categories among the information sources provided within the Academy. The source used for the above tenure projections is the School of Philosophy 6-year tenure log sheets which present a much lower series of tenure ratios over the same period than the figures provided by the source Distribution of Faculty By Departments. As can be seen in the table below

Table 11

Tenure Ratio Disparities for School of Philosophy
Due to Different Data Sources

	1972	1973	1974	1975
Distribution of Faculty by Departments	64	63	67	67
School of Philosophy Tenure Log Sheets	60	60	58	62
Net Difference	4	3	9	5

Evidently there is a significant difference in the tenure figures for the two sources of data. Which of these sources of information is more reliable, I leave this decision to the reader. However, although the tenure ratio

THE TENURE TREND WITHIN THE SCHOOL OF PHILOSOPHY 1967 - 1976

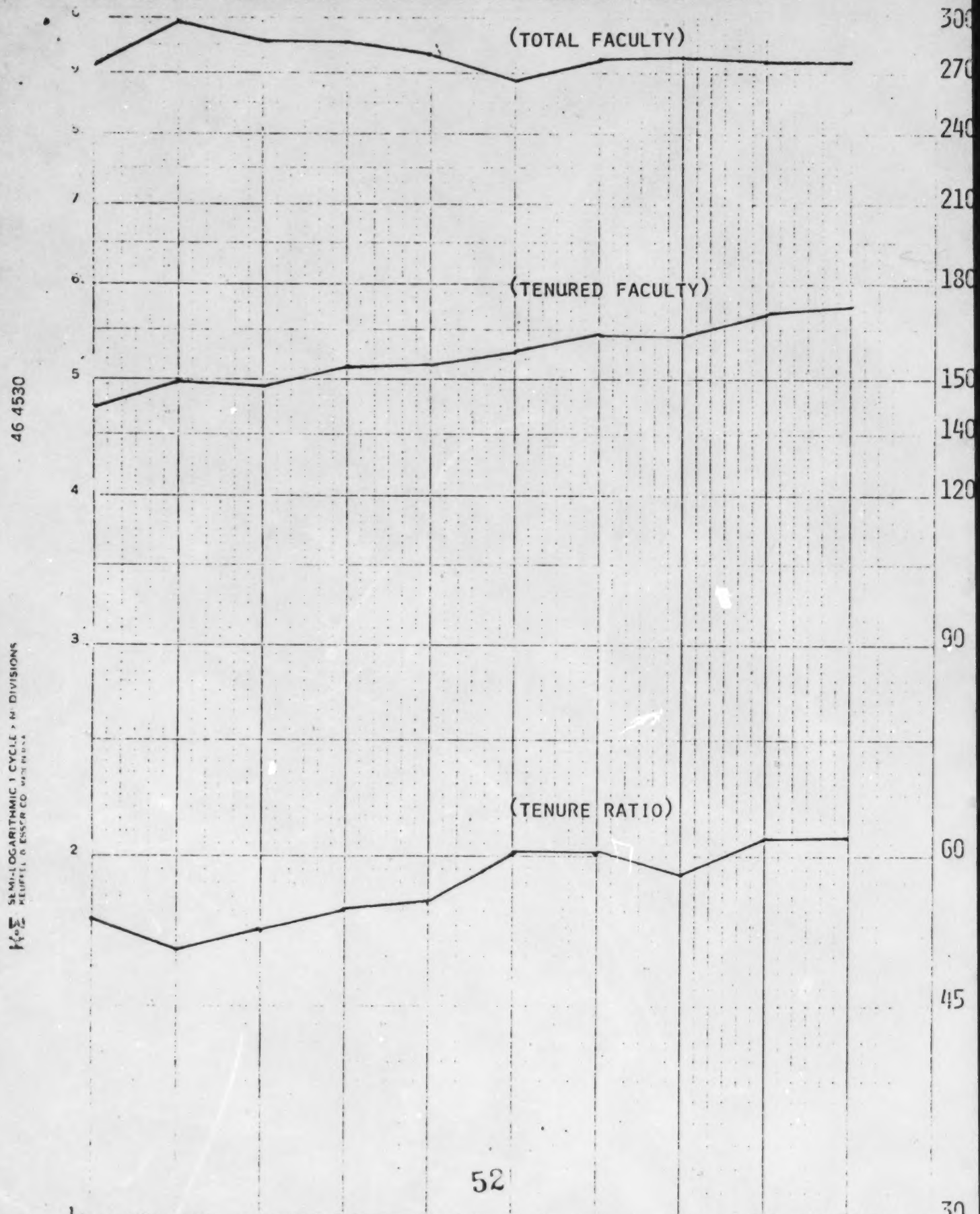


FIGURE 14

figures may be contested on the grounds of their differences, their joint implications are the same no matter which of the two sources are cited. First of all, without question, the tenure ratio of the School of Philosophy is high--high relative to its previous historical levels, other Schools within MARS the Academy, other comparable research-oriented institutions, the State of Massachusetts, the High Tenure State Averages and the National Average, and secondly, the overall tenure trend for the future is upward.